

ROMANIAN PUBLIC ADMINISTRATION ETHICS AND LEADERSHIP WITHIN LABOR MANAGEMENT

Abstract

The current rough changes among civil servants are leaving behind mighty stamps and question marks in relation to their social responsibilities towards public customers. Hence, Romanian public administration ethics and leadership within labor management tends to become a high priority within this context, as per regaining public trust, finding new sources and avenues for unravel public leaders in recalling ethical and moral obligations of civil servants is a solution.

The nowadays economic context puts into the spotlight circumstantial reasons, like the passed strengthened hearsays from the media, which are an undoubtedly variable for wavering public trust and, on the same line structural reasons, materialized within cultural understandings and post modernity stereotypes are gathering around economic needs and gaps, deepening the need for swift improvements within public administration ethical conduct.

By limiting resources public servants' individual behavior is put to the test, thus the ethical or unethical can now be closely revealed by the support of the elected leaders. Public servants work is now, more than ever, put into the spotlight, hence public labor management improvement became a prerequisite for regaining public trust.

Keywords: public administration, ethics, integrative public leadership, labor management, efficiency.

JEL CODES: H12, J24, J45, J53, J81.

ETICĂ ȘI LEADERSHIP ÎN CADRUL ADMINISTRAȚIEI PUBLICE ROMÂNEȘTI DIN PERSPECTIVA GESTIONĂRII FORȚEI DE MUNCĂ

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Rezumat

Schimbările actuale dure ce privesc funcționarii publici lasă în urmă amprente puternice și semne de întrebare în ceea ce privește responsabilitățile lor sociale fata de clienții publici. Prin urmare, etica și leadershipul din cadrul administrației publice românești din perspectiva managementului forței de muncă tinde să devină o prioritate în acest context, luându-se în considerare recâștigarea încrederii publice, găsirea de noi surse și căi pentru a se descoperii liderii publici, care să reamintească obligațiile etice și morale ale funcționarilor publici este o soluție.

Contextul economic din zilele noastre pune în centrul atenției motivele circumstanțiale, cum ar fi zvonurile din trecut evidențiate și consolidate de mass-media, care reprezintă, fără îndoială, o variabilă care influențează oscilația încrederii publicului și, pe aceeași linie motivele structurale, materializat în înțelegerea culturală și în stereotipurile și valorile post-moderne, care se adună în jurul nevoilor și lacunelor economice, aprofundând necesitatea unor îmbunătățiri rapide în termen de conduită etică administrației publice.

Prin limitarea resurselor comportamentul individual al funcționarilor publici este pus la încercare, astfel etica sau lipsa de etică pot fi acum mai reliefate cu sprijinul liderilor aleși. Munca funcționarilor publici este acum, mai mult decât oricând, pusă în centrul atenției, prin urmare, perfecționarea managementului forței de muncă publice devine o precondiție necesară pentru recâștigarea încrederii publice.

Cuvinte cheie: administrație publică, etică, leadership public integrativ, managementul forței de muncă, eficiență.



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1. INTRODUCTION

Ethics and leadership go together. As per their high interdependence, labor management within public administration is influenced in an approximately equal way; hence, the growing tendency for public improvement has to take both of them into consideration (Haq Sonia, 2011).

Moreover, the unflinchingly characteristic of both of them is that they have the power of gathering or splitting people apart and reaching for the public trust lost or regain. Thus, by the proposal of improving labor management, it should be started with the redesign of the above named variables.

Thus, in the contemporaneous context, organizational chaos, media pressure, stress and inaccurate information are just a part of the factors that make it very hard for crisis leaders to make sound decisions. Therefore, setting the guidelines for refreshing labor management and reiterating the former known ethic variables is found to be very difficult in times of thinking at the financial gains and outrunning material gaps.

Hence, moving towards a new era of labor management within public administration, having as the main purpose citizens' needs satisfaction in optimum conditions is found to be a *per aspera ad astra* process in the current economic context and when the demands of citizens for public services quality are following an upper trend just like the taxes.

2. THE NEW FLANK OF ETHICS AND LEADERSHIP IN THE CURRENT ECONOMIC CONTEXT

The current economic context brings to the fore the necessity to reiterate ensuring the ethical priorities among civil servants (Fitzpatrick, 1996).

Thus, it is not compulsory to design new ethical principles and find new pathways of implementing fashionable new labor standards, as they already exist and were being tested with great benefits all around the world, for centuries. Moving toward a new era of management stands for applying *art nouveau* with respect to general resources administration, not leaving behind all that depicts traditional management.

Taking into account that the well-knit managerial guidelines that have been rightly in force for such a great amount of time the new flank of ethics and leadership should be all about finding new sources and avenues for unravel public leaders in recalling ethical and moral obligations of civil servants (Bond, 2009).

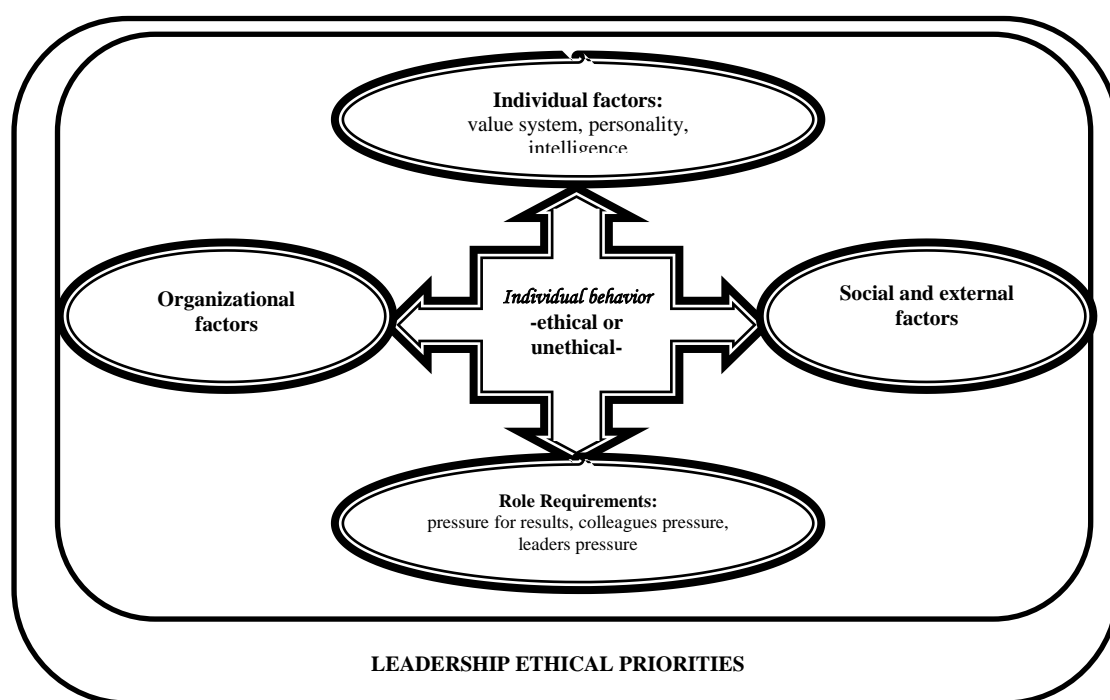


FIGURE 1 - ETHICS AND LEADERSHIP FLANKS

As one may see from the Figure 1 - Ethics and leadership flanks, several variables must be taken into account as being part of the components that are highly influencing civil servants individual behavior, ethical or unethical. First of all, the individual factors are being named as per the high dependency relation between these and blueprinting out intrinsic ethical qualities (Corodeanu, 2007). Then, the social and external factors are playing their decisive role within the projection of ethical characteristics among civil servants. The role requirements, even more considerable than the other two above-named variables, as pressure for results, colleagues' pressure and leaders' pressure are generating the oscillation between having an ethical or an unethical conduct by creating emergent contexts that a civil servant must deal with, making him/her to take decisions just for outrunning the crisis, not for taking into consideration the long term consequences. And last but not the least relevant, the organizational factors, which go for the pattern after model, are stamping the ethical or unethical individual behavior.

3. PROMOTING ETHICS WITHIN PUBLIC ADMINISTRATION LABOR MANAGEMENT

Subject to collateral discussion, promoting ethics within public administration labor management tends to be a prerequisite for setting the guidelines for increasing public confidence (McGarraha, Alvordb, Martinc and Haldemand, 2009).

The nowadays economic context puts into the spotlight circumstantial reasons, like the passed strengthened hearsays from the media, which are an undoubtedly variable for wavering public trust and,

on the same line structural reasons, materialized within cultural understandings and post modernity stereotypes are gathering around economic needs and gaps, deepening the need for swift improvements within public administration ethical conduct. Moreover, the most important reason for promoting ethics within public administration labor management, public trust regaining, keeps into the fore presenting civil servants in ongoing situations and the values they promote.

Thus, the specialty literature reiterates that in the global context of current situation, without ethical behavior is not possible for an economy to operate effectively. Lack of ethics produces direct costs, higher costs of economic transactions, with negative effects on investment. Countries with high transaction costs generated by unethical, reduced chance of foreign investment are growing in creating uncertainty that attracts only speculation and short-term implications.

Public opinion and the media are extremely sensitive to the strengthened hearsays regarding civil servants and this is a strong factor to determine the Public Administration to react. At first glance, this factor would be enough for politicians to be concerned with ethics in government over which they preside, but in this case is only one reason for the search for efficiency and political improvement (Moloney, 2005).

Therefore, to make a good decision it is necessary to consider three levels of criteria: the economic or efficiency, socio-political level, or the attractiveness and the ethical consistency. Lack of one of these can cause errors and moral consequences can be negative for many people. The ethical or unethical individual behavior of public servants can lean towards increasing or highly decreasing public trust.

So, the most power reason to act ethically in public administration is that, in doing so, decision makers, politicians and civil servants themselves will improve their behavior and they become closer to the ultimate goal of individual happiness approach, materialized into a long term election (Leslie and Canwell, 2010).

Moreover, ethics passed through being plight as a just on the wall posted principles painting to pen and ink, when in 1994, the NOLAN report was developed at the request of British Prime Minister operating at the time a document or report on "Standards of Conduct for Public Life", which referred to the ethics and behavior of politicians and officials of that country. This report -the Nolan Report- is one of the best known references to this effect. This includes seven principles, which are listed below (NOLAN, 1994):

- Lack of interest: Those public officials should make decisions only in accordance with public interest;

- Integrity: People that are public officials should not have any financial or other relation with third parties or organizations that can influence them in carrying out their official responsibilities;
- Objectivity: In the management of public issues, including public appointments, public contracting, or propose individuals for rewards and benefits, those public officials should be chosen on merit;
- Responsibility: People who are public officials are responsible for their decisions and actions to the public and must submit its position in corresponding control;
- Transparency: Those public officials must work openly as possible in all decisions they take in all the actions they performed. They must justify decisions and limit information only if it is the most necessary for the public interest;
- Honesty: Those people that are public officials are required to declare any private interests in relation to their public responsibilities, and to take steps to resolve any conflict that would arise so as to protect the public interest;
- Leadership. Persons holding public office should reinforce and support these principles by promoting his style of leadership and personal example.

The deteriorating situation of ethic in public administration—all around the globe— has made it a burning issue. Although previous ethics cannot be learned, it can be developed. Among various other approaches, improving leadership skills can prove to be effective in promoting ethics. Skilled and committed leadership can set ethical standards. Learning and mastering various technical, conceptual and interpersonal skills and other skills like emotional and social intelligence enable public servants to diffuse and establish core ethical values in the organization.

Moreover, according to the Organization for Economic Cooperation and Development (OECD), 1997, in all countries there is an "ethics infrastructure", involving formal and informal factors, depending on their political culture, history and context of which we can mention the most relevant: a) support and political commitment, b) the existing legal framework, c) the mechanisms of training and socialization of civil servants, c) codes of conduct approved e) whether or not the allocation and accountability mechanisms are effective f) adequate leadership g) working conditions and climate laboratory of civil servants; h) the existence of an active and vigilant civil society; i) some external and internal control systems of public administration, coordinated and effective.

4. PROMOTING LEADERSHIP WITHIN PUBLIC ADMINISTRATION LABOR MANAGEMENT

One of the main challenges for the public sector in the developed world is to deliver improved services through a motivated workforce in an age of austerity. This age of austerity has been brought on by the financial crisis that has left governments running enormous budget deficits, but facing electorates still expecting increased standards in public services, especially as the tax burden rises.

Therefore, the leaders must reinforce the cultural symbols, beliefs and structures to support the value system. While organizational change cycle shows a series of steps that can be followed to produce change, cultural change cycle steps are not easily controlled by the manager, because the process is usually a revolutionary one, characterized by ticklishness (Nabarjoiu, 2010).

Reiterating that leadership is an attribute desired and required by public organizations to their managers, labor management must follow the reform pattern chosen by the high developed countries, which have implemented by all means the outrunning the crisis effects strategies. As great leaders have confidence in their forces and generate trust others, around the real leaders, employees feel more competent and find more interesting their work, moving forward with the good appliance of law, fact that represent the key to unlock the public trust forestall. Leadership is directly related to the ability to influence people's behavior.

Taking into consideration the maintenance of an optimum existence level of those variables, the leader represents the fundamental pillar of the working activity. Him, through the specific methods, that are utilized, can discover or underline employee's impulse for auto affirmation and also employee's impulse for self-overtaking. The key element of the leader-employee relation from the obtaining benefic results for both parties perspective, is being represented by the "efficient communication". This has at its basis the knowledge of employee's professional perspectives, taken into consideration for modelling the thought subject for being in concordance with their professional necessities, and having also as a basis employee's personal objectives with the purpose of implusing them to an active participation (Ionescu, 2007).

Moreover, the complex issues of leadership is a point of interest to public servants, who are interested to know who are those who have the ability to print their vision to influence public organizations employees and their important activities and if these qualities are natural or can be developed.

Them we can expand to assert that public trust management refers to the ability of leaders to inspire confidence in others. But, the fundamental elements of building trust is the strength, durability and consistency of this feeling, as if it is lost public opinion will not show any mercy.

As, people like to follow leaders whom they can rely, even if they do not share their views and not the leaders who agree with, but change their position, civil servants will work with pleasure and with good results among true leaders who respect their promises and follow an ethical conduct. But, one must consider that trust takes into account the leader's ability to meet the word given to secrecy, to keep the confidences entrusted in the established value system (Cowan-Sahadath, 2010).

Therefore, we are coming into the line with the specialist who recommend for public administration labor management improvement setting the guidelines for implementing integrative public leadership as a process of developing partnerships across organizational, sector and/or jurisdictional boundaries for creating public value (Hura Jung, 2009).

By considering integrative public leadership, each case must be enacted through structure, process, and people. Therefore, the public administrations' intelligent capital must come into the line with the new era of management based on quality and coherence with low spending form the public budget (Morse, 2010).

As public organizations can provide a structural context for partnership development boundary experiences and boundary objects serve to bridge differences and create a common purpose, moreover boundary spanners exhibit entrepreneurial qualities and leverage the financial capital-human capital relationship in order to facilitate new labor management flanks.

5. CONCLUSIONS

In a modern society, public administration can no longer function as a reactive controlled tool, waiting for people to require vigilance in exclusive, legal and objective public trust regaining therapy.

Public authorities must therefore be based on other principles for action. We can mention the principles of proactive action that are meeting the citizens' problems, in which public servants are seeking solutions even before these problems occur.

Thereby, major changes in public organizational management often appear to make the organization more adaptable to new conditions of its environment. Such changes are not revolutionary but easy to program and results are difficult to determine. Although the selection of new leaders is a step in the cycle that can be "managed", the process is full of uncertainty.

On a final note, we find better to say that labor management redesign is one of the core elements in optimizing the quality of civil servants work, next to reiterating traditional ethical principles wrapped in leaders leading words.

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